Digitalization of Public Services
For an Inclusive & Prosperous Future
Digitalization of Public Services

For an Inclusive & Prosperous Future

HE Eng. Ahmed Alsuwalyan
Governor of the Digital Government Authority
1. Digitalization of Public Services

1.1 The Beginning

At the beginning, different governmental entities worked in silos to provide e-services. “Yesser” was then established to govern the efforts, empower the governmental entities and measure performance. Today, DGA has been established to build the government of the future through regulating & governance.

Early Adoption

2005

Digitalization Period

2021

Future Digital Government

Previous way of work

100+ platforms were launched

Strategic Pillars
1. Digitalization of Public Services

1.2 Strategic Direction of DGA

**Y:** A Pioneering Digital Government for an Enabled, and Vibrant Nation

**M:** To achieve seamless and integrated digital government services by leveraging the value of technologies and placing beneficiaries at the heart of the delivery

1. SATISFIED CITIZEN
2. ENABLED BUSINESS
3. EFFECTIVE GOVERNMENT
4. EFFICIENT INVESTMENT
5. REGULATED ECOSYSTEM

**G2C**
1. 32+ M Population
2. 15.5% in 2022 Digital economy's contribution to GDP

**G2B**
1. 350+ Government Entities
2. 25Bn. USD a cumulative investment size from 2022 to 2025

**G2G**
1. 6 policies
2. 4 controls & standards
3. 14 Guidelines

6. EXPEDITED TRANSFORMATION
1. Digitalization of Public Services

1.3 Contribution to Sustainable Development Goals (SDGs)

<table>
<thead>
<tr>
<th>Contribution to SDGs</th>
<th>Groups of Citizens</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Good Health &amp; Wellbeing</td>
<td>Women Empowerment</td>
</tr>
<tr>
<td>4 Quality Education</td>
<td>Students</td>
</tr>
<tr>
<td>8 Decent Work &amp; Economic Growth</td>
<td>Patients</td>
</tr>
<tr>
<td>9 Industry, Innovation &amp; Infrastructure</td>
<td>Famlies</td>
</tr>
<tr>
<td>11 Sustainable Cities &amp; Communities</td>
<td>Vulnerable Groups</td>
</tr>
<tr>
<td>13 Climate Action</td>
<td>Businesses</td>
</tr>
<tr>
<td>16 Peace, Justice &amp; Strong Institutions</td>
<td></td>
</tr>
</tbody>
</table>
### 1. Digitalization of Public Services

#### 1.4 Aspirations

<table>
<thead>
<tr>
<th><strong>1</strong> Quality of Life</th>
<th><strong>2</strong> Beneficiary Satisfaction</th>
<th><strong>3</strong> Ease of Doing Business</th>
<th><strong>4</strong> Gov. Digital Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving significantly the quality of life of the Kingdom’s citizens</td>
<td>Raising the percentage of beneficiaries highly satisfied with digital gov’t services</td>
<td>Enhancing digital access and inclusion of businesses (for the purpose of digital competitiveness)</td>
<td>Enhancing the digital transformation of Government Entities, and improve decision making</td>
</tr>
<tr>
<td><strong>80%</strong> Surveyed customers whose QoL significantly improved by 2025</td>
<td><strong>90%</strong> Satisfied beneficiaries by 2025</td>
<td>Top 20</td>
<td>90% Digital transformation of government agencies by 2025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5</strong> E-Participation</th>
<th><strong>6</strong> GDP Contribution</th>
<th><strong>7</strong> Environmental Impact</th>
<th><strong>8</strong> E-Government Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the engagement of citizens in public decision making and service delivery</td>
<td>Increasing significantly the GDP due to the digital gov. contribution</td>
<td>Reducing CO2 emissions through digital solutions</td>
<td>Achieving a leading figure in the EGDI rankings</td>
</tr>
<tr>
<td><strong>39th</strong> E-Participation Index Rank by 2025</td>
<td><strong>1.7 Bn. USD</strong> Contribution to the GDP by 2025</td>
<td>The Kingdoms Score on the Environmental Performance Index (EPI) by 2025</td>
<td>Top 10 EGDI Ranking out of 193 Countries by 2030</td>
</tr>
</tbody>
</table>

- **Surveyed customers**: 80% whose QoL significantly improved by 2025
- **Contribution to the GDP**: 1.7 Bn. USD by 2025
- **Environmental Impact**: 47.3 Points by 2025
- **E-Government Index**: Top 10 EGDI Ranking out of 193 Countries by 2030
1. Digitalization of Public Services

1.5 Facts and Figures (1/3)

<table>
<thead>
<tr>
<th>Virtual Hospital</th>
<th>13</th>
<th>33 min↓</th>
<th>166</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performed Remote Heart Surgeries</td>
<td>Reduction of average stroke intervention time to 33min</td>
<td>Served hospitals through “Seha” Virtual Hospital</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Virtual Court</th>
<th>95%</th>
<th>6M+</th>
<th>86%↓</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% of judicial sessions are held remotely</td>
<td>Judicial sessions remotely</td>
<td>Reduction of the litigation period</td>
<td></td>
</tr>
</tbody>
</table>
## 1. Digitalization of Public Services

### 1.6 Facts and Figures (2/3)

<table>
<thead>
<tr>
<th>Category</th>
<th>Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts</td>
<td>977K+</td>
</tr>
<tr>
<td>Payment orders</td>
<td>2.9M+</td>
</tr>
<tr>
<td>Tenders of all types</td>
<td>479k+</td>
</tr>
<tr>
<td>Issued visas during 2022</td>
<td>12,3M+</td>
</tr>
<tr>
<td>Digital Visas</td>
<td>7M+</td>
</tr>
<tr>
<td>Duration of issuing Visas</td>
<td>30 seconds</td>
</tr>
<tr>
<td>Annual savings on government agencies and beneficiaries</td>
<td>4.5 B+ USD</td>
</tr>
<tr>
<td>Reduced annual visits to the sectors of the Ministry</td>
<td>160M+</td>
</tr>
</tbody>
</table>

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Saudi Workshop at the World Bank  
21 September 2023
# 1. Digitalization of Public Services

## 1.7 Facts and Figures (3/3)

<table>
<thead>
<tr>
<th>350M+</th>
<th>100%</th>
<th>53M+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Classrooms</td>
<td>digital transformation</td>
<td>paper teaching plans during 2022</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>200+</th>
<th>4.3M+</th>
<th>59M+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital services</td>
<td>Platform users</td>
<td>Operations Performed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>80M+</th>
<th>10M+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of beneficiaries</td>
<td>Umrah performers arrival facilitation from outside the Kingdom In 2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>853M+ USD</th>
<th>4.8M+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Donations</td>
<td>Number of Beneficiaries</td>
</tr>
</tbody>
</table>
1. Digitalization of Public Services
1.8 KSA Global Rankings

Saudi Arabia is the first in the Middle East and Africa in the Govt Electronic and Mobile Services Maturity Index (GEMS) - 2022 improving by 27.4% since 2020 (out of 18 countries).

Saudi was ranked among the group of highly developed countries in providing government services and interacting with citizens in the GovTech Maturity Index (GTMI) - 2022 improving by 46 ranks since 2020 (out of 198 countries).

Saudi improved by 5 ranks since 2021 as the best advanced country in the field of digital government and ranked 25 in the World Digital Governments Ranking Survey (WDGRS) - 2022 (out of 64 countries).

Saudi achieved the best historical result, improving by 12 ranks since 2020 and ranked 31 in the E-Government Development Index (EGDI) - 2022 (out of 192 countries).
Digital Government Regulatory Framework

Whole of Government & Innovative Experience

Digital Government Investment Plan

Ms. Shoroog Aloufi

Mr. Omar Al-Saleh

Eng. Adel Alamer
2. The Digital Government Regulatory Framework

2.1 Regulatory Framework

In 2021, DGA released the Digital Government Regulatory Framework to guide and govern the design and strategic implementation of Regulations.

<table>
<thead>
<tr>
<th>Digital Government Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Compliance</td>
</tr>
<tr>
<td>Whole-of-Government Platforms</td>
</tr>
<tr>
<td>Lifecycle Administration &amp; Upskilling</td>
</tr>
<tr>
<td>Beneficiary-Centric</td>
</tr>
<tr>
<td>Technology</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>05 Pillars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance</td>
</tr>
<tr>
<td>Enterprise Architecture</td>
</tr>
<tr>
<td>Investment</td>
</tr>
<tr>
<td>Licensing &amp; Accreditation</td>
</tr>
<tr>
<td>Government Procurement</td>
</tr>
<tr>
<td>Privacy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>21 Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Trust</td>
</tr>
<tr>
<td>Service Design and Provision</td>
</tr>
<tr>
<td>e-participation</td>
</tr>
<tr>
<td>Cloud Computing</td>
</tr>
<tr>
<td>Digital Services</td>
</tr>
<tr>
<td>User Experience</td>
</tr>
<tr>
<td>Emerging Technologies</td>
</tr>
<tr>
<td>Unified channels</td>
</tr>
<tr>
<td>Accessibility</td>
</tr>
<tr>
<td>Operations and Readiness</td>
</tr>
<tr>
<td>Digital Content</td>
</tr>
<tr>
<td>Digital by Design</td>
</tr>
<tr>
<td>Big Data &amp; Analytics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>08 Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole of Gov Platforms Enablers</td>
</tr>
<tr>
<td>Workforce</td>
</tr>
<tr>
<td>Accessible</td>
</tr>
<tr>
<td>E-government readiness</td>
</tr>
<tr>
<td>Digital by Default</td>
</tr>
<tr>
<td>Government-as-a-Platform</td>
</tr>
<tr>
<td>Open by Default</td>
</tr>
<tr>
<td>Ease of Policy Formulation</td>
</tr>
<tr>
<td>Digital Content</td>
</tr>
</tbody>
</table>

Key Principles of the Framework
2. The Digital Government Regulatory Framework

2.2 The Digital Government Regulations

DGA issued set of Regulations as part of the regulatory framework development

Digital Government Policies

- Governance & Compliance
- Whole-of-Government Platforms
- Lifecycle Administration & Upskilling
- Beneficiary-Centric
- Technology

4 Standards/ Controls

- E-participation Controls
- Controls for Whole of Gov Platforms
- Digital Transformation Standards
- Risk & Business Continuity Management

14 Guidelines

- The Emerging Technology Adoption
- Development and Operation (DevOps)
- Application Programming Interfaces (APIs)
- Digital Projects RFPs Preparation
- Digital Experience Maturity Index for Government Services
- SEO Government Websites
- Digital Content of Gov. Websites
- Enterprise Architecture Establishment for Gov. Entities
- Web Accessibility of Government Websites
- Digital Platforms, Products, & Services
- Using Audio-Visual Communication for Virtual Meetings Guideline
- Business Continuity in Government Entities
- Risk Management for Digital Government
- Technical Classification for ICT Contractors
2. The Digital Government Regulatory Framework

2.3 The Digital Government Maturity & Compliance

To measure the level of compliance to these regulations and monitor performance, DGA conducts 4 annual assessments:

- **Digital Transformation Measurement Index (Qiyas)**
  - An annual index that measures government agencies compliance to the main digital transformation standards

- **Digital Experience Maturity Index for Government Services (DXMI) - 2022**
  - An annual index that aims to measure the maturity of digital government platforms and services according to a number of main perspectives and themes

- **Emerging Technologies Adoption Readiness - 2023**
  - A periodic assessment carried out through a measurement methodology based on 4 core capabilities (Research, Communicate, Prove, and Integrate)

- **Websites Digital Content Efficiency and Quality Index - 2023**
  - An annual measure of the effectiveness and quality of content on government and semi-governmental websites. Its goal is to enhance their visibility in global search engine results.
2. The Digital Government Regulatory Framework

2.4 Compliance to the Digital Transformation Standards

DGA has released a number of versions from “Qiyas” which is a tool to measure government agencies compliance to the essential digital transformation standards.

**Objectives**

1. Fostering government entities’ compliance with digital transformation regulations
2. Enhancing government entities readiness to meet digital transformation requirements
3. Raise the level of excellence in Digital Transformation

**Methodology**

3 perspectives in the Digital Transformation Measurement (Index)

- Perspectives
  - Legislation Requirements
  - Digital Transformation Standards
  - Creativity
- Perspective Weight
  - %25
  - %65
  - %10

**Qiyas Levels**

- Level (1): Building
- Level (2): Availability
- Level (3): Improvement
- Level (4): Integration
- Level (5): Creativity

**Insights**

<table>
<thead>
<tr>
<th>Year</th>
<th>Indicator</th>
<th>Agencies</th>
<th>%</th>
<th>Agencies</th>
<th>%</th>
<th>Agencies</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>69.39%</td>
<td>193</td>
<td>%25</td>
<td>24</td>
<td>217</td>
<td>%65</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>80.96%</td>
<td>24</td>
<td>125 Controls/ Standards to assess (with detailed requirements)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>Results in Dec 2023</td>
<td>225</td>
<td>11 cycles of monitoring and measurement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 11 cycles of monitoring and measurement
- 125 Controls/ Standards to assess (with detailed requirements)
- Increasing number of participating Government entities (225 in 2023)
- Enhanced Government entities compliance over years.
## 2. The Digital Government Regulatory Framework

### 2.5 Maturity of Digital Services

The Digital Experience Maturity Index (DXMI) measures the maturity of digital platforms and services.

### Objectives

1. Raising the **maturity** of digital government **platforms and services**
2. Enhancing the **digital experience** of beneficiaries and improving their **satisfaction**
3. Benefiting from digital government platforms and services with high maturity to set as **national models**

### Methodology

<table>
<thead>
<tr>
<th>Perspectives</th>
<th>Weight</th>
<th>Evaluation Mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiary Satisfaction</td>
<td>%25</td>
<td>Beneficiary Satisfaction Survey using CSAT Equation</td>
</tr>
<tr>
<td>User Experience</td>
<td>%50</td>
<td>Expert evaluation of the platform through site visits</td>
</tr>
<tr>
<td>Complaints-Handling</td>
<td>%20</td>
<td>Expert assessment for the platform through site visits, meetings, and evidence verification</td>
</tr>
</tbody>
</table>

### DXMI Levels

- **Exceptional Level (1)**
- **Advanced Level (2)**
- **Competent Level (3)**
- **Developed Level (4)**
- **Emergent Level (5)**

### Insights

<table>
<thead>
<tr>
<th>Year</th>
<th>Platforms</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>12 Platforms</td>
<td>77.26%</td>
</tr>
<tr>
<td>2023</td>
<td>24 Platforms</td>
<td>80.68%</td>
</tr>
</tbody>
</table>

The DXMI 2023 overall score: **80.68 %**

The DXMI 2023 Results by Perspective:
- **Beneficiary Satisfaction**: 80.02%
- **User Experience**: 83.02%
- **Complaints Handling**: 78.25%
- **Technology and Tools**: 70.43%
Digital Government Regulatory Framework

Whole of Government & Innovative Experience

Digital Government Investment Plan

Ms. Shoroog Aloufi

Mr. Omar Al-Saleh

Eng. Adel Alamer
3. Whole of Government & Innovative Experience

3.1 Introduction

The significance of digital transformation is rooted in its ability to realize the objectives of Saudi Arabia Vision 2030, particularly in terms of enhancing government effectiveness and engaging effectively with citizens. (1)

Provide beneficiary-centric services to achieve:

1. Higher levels of satisfaction among government service beneficiaries.
2. High efficiency in dealing between government agencies
3. Alignment across various stages of beneficiaries’ life experience in different sectors.

Completing continuing government efforts to improve Saudi Arabia ranking in key international indexes that assess the development of digital governments, such as UN E-Government Development Index (EGDI).
3. Whole of Government & Innovative Experience

3.2 Introduction: Whole of Government Program

The Whole of Government Program endeavors to govern the governmental digital landscape through the optimal utilization of existing government resources, with the aim of providing unified digital services.
### Concept of Platforms Governance

Unifying the provision of all digital services for the sector on a single platform, and govern the development of new digital platforms.

### Objectives of Government Agencies Platforms Governance

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the beneficiary experience</td>
<td></td>
</tr>
<tr>
<td>Enhance government expenditure efficiency</td>
<td></td>
</tr>
<tr>
<td>Enhance analytical capabilities for decision-making</td>
<td></td>
</tr>
<tr>
<td>Value-added services</td>
<td></td>
</tr>
</tbody>
</table>
3. Whole of Government & Innovative Experience

3.3 Platform Governance (2/3): Platforms Merging

To achieve operational expenditure efficiency for the platforms and provide services with an optimal beneficiary experience, the Authority has developed the following work methodology for platform merging:

**Work methodology for platforms Merging**

<table>
<thead>
<tr>
<th>Description</th>
<th>1 Alignment</th>
<th>2 Analysis</th>
<th>3 Planning</th>
<th>4 Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alignment</strong></td>
<td>Alignment with relevant agencies, agreement on the initial direction of the merging process, and the formation of the working team.</td>
<td>Analysis of the current situation, studying international best practices for agency and sector platforms merging, and adopting both strategic and detailed approaches to the solution.</td>
<td>Implementation plan for agency and sector platforms merging is determined and approved by the official in the agency and His Excellency Governor of the Authority.</td>
<td>Verifying the targeted platforms merging, suspending the operation of the current platforms through implementation quality assessment test, and launching a joint media and awareness campaign between the Authority and the owner.</td>
</tr>
</tbody>
</table>

**Final output**

Unification of digital platforms and alignment of beneficiaries’ digital journeys, provision of government digital services in a unified manner, promotion of shared infrastructure and applications, and data sharing among government agencies.
3. Whole of Government & Innovative Experience

3.3 Platform Governance (3/3): Digital Platform Registration:

Governance of digital platform and channels registration through the Digital Fabric Product

Digital Fabric aims to document digital platforms by registering government agencies for their digital platforms and issuing a digital stamp, which contributes to providing a reliable comprehensive overview of the government's digital landscape.

Stages of documenting digital platforms through digital Fabric

- Registering all digital platforms of the government agency through the digital fabric system.
  - ✓ Existing platforms
  - ✓ New platforms
  - ✓ Internal platforms

- Obtaining approval to create the digital platform.

- Registering digital channels, products and services

- Issuing digital stamp and digital platform registration certificate

Digital stamp
3. Whole of Government & Innovative Experience

3.4 IT Shared Resources (1/2): Overview

Concept of the IT shared resources:

A shared technology resource represents a digital component that is designed and developed once, and is reusable for government agencies.

Shared technical resources include but are not limited to:

- Unified Access System
- E-payment system

Objectives of unifying shared technical resources:

- Comprehensive governance
- Cost rationalization and improvement
- Increase efficiency
- Sustainable investments
### Main challenges

- **Lack of alignment of efforts with initiatives across government agencies**
- **Expanding the list of work requirements in agencies**
- **Challenges related to limited services and satisfaction rates for beneficiaries**
- **A significant amount of redundancy and duplication in government technological resources**

### The added value of IT unification and standardization

- **Ease of cooperation with other government agencies and the private sector**
- **Identifying quick wins that can be implemented through shared services**
- **Enhancing satisfaction among both internal and external customers through implementation of shared services**
- **Eliminating duplication by unifying common platforms that operate in isolation**
3. Whole of Government & Innovative Experience

3.5 National Design System (1/2): Overview

Concept of National Design System

The national design system is a set of standards and guidelines intended to manage the design of government websites by providing reusable components and patterns that ensure a consistent user experience.

Goal of a National Design System

National design system enables a consistent and seamless experience for all digital government platforms, as well as reducing the time and cost of government platforms development.

Approval of the approach will include:

- Guidelines for user interface development and design
- Guidelines for writing content
- Guidelines for unified beneficiary experiences
UI templates and components
The displays of the sections and components of the user interface, which includes:
- Templates, ready-made pages or sections, for basic design scenarios, for example Login page
- or Component, reusable design elements such as accordions, navigation paths

Color and font patterns
Determine the features and styles of the chosen color scheme and ways to use them. Font style and sizes, icon portfolio

Content writing
Content and creative writing guidelines
The program contributes to organizing the most important aspects related to government digital platforms and achieving an effective and sustainable impact through them.

3. Whole of Government & Innovative Experience

3.6 Whole of Government Impact

- Providing a distinctive beneficiary experience
- Developing the mechanism and operation of whole of government platforms
- Facilitating and accelerating transactions between government agencies
- Providing unified government services that are centered around the beneficiary
- Achieving one of Saudi Arabia Vision 2030 goals improving “Quality of Life Program”
3. Whole of Government & Innovative Experience

3.7 Seha “Health” Virtual Hospital

- 130 Hospital
- 30 Specialized service
- 70,500 Beneficiary

- Emergency & Critical Consultations
- Supportive Medical Services
- Specialized Clinics
- Home Care Services
- Multidisciplinary Committees
Urgent medical intervention through the use of medical imaging algorithms that are conducted on cases such as CT scans and X-Rays. For the case and makes the accuracy of diagnosing the target diseases up to 95%.
Saudi Arabia has offered virtual health assistance to earthquake survivors in Syria and Turkey, as part of the international relief effort following the disaster.

The specialists are supporting the efforts of Saudi Red Crescent Authority colleagues on the ground through video communication.

More than 10+ medical specialists
Digital Government
Regulatory Framework

Whole of Government &
Innovative Experience

Digital Government
Investment Plan

Ms. Shoroog Aloufi

Mr. Omar Al-Saleh

Eng. Adel Alamer
4. Digital Government Investment Plan

4.1 DGA’s mandate highlights the importance of investments in Digital Government

DGA Mandate

- Prepare the National Digital Government Strategy (NDGS)
  
  (Pillar number 4 “Efficient Investment” in the NDGS)

- Provide advice and services on Digital Government to Public and Private Sectors

- Provide support for the adoption and enablement of modern technologies

- Studies, research and investment promotion in Digital Government

- Propose draft regulations and amendments to current regulations

- Contribute to capability building and participate in the preparation of educational/training programs

Direct relation to investment

Indirect relation to investment
4. Digital Government Investment Plan

4.2 To achieve its mandate, the NDGS* was developed paving the way for the formulation of the Digital Government Investment Plan (DGIP)

**NDGS Ambition**

What we used for our inspiration

**Vision**

A Pioneering Digital Government for an Enabled, and Vibrant Nation

**Mission**

To achieve seamless and integrated digital government services by leveraging the value of technologies and placing beneficiaries at the heart of the delivery

**NDGS Pillars**

Efficient Government pillar was our priority pillar

- Satisfied Citizen
- Enabled Business
- Effective Government
- Regulated Ecosystem
- Efficient Investment
- Expedited Transformation

**Objectives**

Maximize Value Through Digital Delivery
Optimize the Private Sector Participation

Digital Government Investment Plan (DGIP)
4. Digital Government Investment Plan

4.3 In KSA, the government portion as a percent of total spend in the ICT sector is the highest in the world, remarkably way ahead of its G20 peers and leading countries.

KSA Government Spend as % of Total ICT Spend

<table>
<thead>
<tr>
<th>Year</th>
<th>Govt Spend as % of Total ICT Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>21.7%</td>
</tr>
</tbody>
</table>

USD 3 Bn total govt. spend

There is a clear business opportunity to channel digital government spend in a coordinated and efficient manner to achieve:

- Digital Government Transformation*
- Digital Govt. SME Contribution Increase
- Digital Govt. Asset Monetization and Privatization
- Local Content Growth
- ICT Contribution to GDP Increase
- Digital Govt. Investment Promotion

The IMF 2022 Article IV Consultation report praised the Kingdom’s efforts in Digital Government investments and for ranking first in the field.

G20 countries

Source: Gartner2021, IMF2022

Note: *KSA targets to become in the top 10 nation in the EGDI 2030
4. Digital Government Investment Plan

4.4 The total government ICT recurrent and non-recurrent spending is estimated to be ~ USD 25 Bn from 2023-2025

**Total Government ICT Spending**

2023 – 2025, USD Bn

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Strategies</td>
<td>2.6</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VRPs</td>
<td></td>
<td>14.2</td>
<td>3.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Gov’t Annual ICT Spend</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14.2</td>
<td>3.1</td>
<td>3.5</td>
<td>3.6</td>
</tr>
</tbody>
</table>

**National Strategies Spend**

Refers to non-recurring projects that aim to build government wide capabilities and assets

**Vision Realization Programs Spend**

Refers to non-recurring projects that activate vision and sectorial programs related to government digital transformation

**Annual Recurring Spend**

Refers to annual (recurring) government spend from business as usual and operations of ICT ministries
4. Digital Government Investment Plan

4.5 Digital Government demand is anticipated to focus primarily on emerging technology, DCs/Cloud services and software.

Cloud services and software are the biggest opportunities for private sector participation driven by key initiatives (e.g. bank of codes, OSS).

In the Emerging Tech category, the highest spend is forecasted in big data and AI driven by key initiatives (e.g. open data and API).

The above heatmap is an illustration of the digital government current and forecasted spend across the different ICT categories. The darker the color scheme, the higher is the assumed demand and spend on ICT.
## 4. Digital Government Investment Plan

### 4.6 Local supplier capabilities is concentrated on small enterprise traders for hardware and large multinationals that supply services across most ICT categories

The above heatmap is an illustration of the digital government supplier landscape. We have taken a sample and analyzed 10% of the companies that provide ICT services and products to the Saudi government.

<table>
<thead>
<tr>
<th>SMB’s</th>
<th>Large Saudi Based Companies</th>
<th>MNCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Innovation</td>
<td>Research &amp; Innovation</td>
<td>Research &amp; Innovation</td>
</tr>
<tr>
<td>Dev &amp; Manufacturing</td>
<td>Dev &amp; Manufacturing</td>
<td>Dev &amp; Manufacturing</td>
</tr>
<tr>
<td>Services</td>
<td>Services</td>
<td>Services</td>
</tr>
<tr>
<td>Distribution and Re-sales</td>
<td>Distribution and Re-sales</td>
<td>Distribution and Re-sales</td>
</tr>
</tbody>
</table>

- **SMBs**: Small enterprises focusing on distribution and re-sales of HW and SW.
- **LCs**: Mainly software and cloud services providers, limited software development and hardware manufacturing
- **MNCs**: Supply of goods and services across the entire ICT categories
4. Digital Government Investment Plan

4.7 Overall, the digital government investment landscape in the Kingdom has eight areas of improvement

1. Ecosystem Alignment
   Overall lack of coordination on digital government investment planning leading to duplicated efforts, diluted strategic impact and lost investment opportunities

2. Talent Availability
   Limited human capital market preventing the private sector from attracting, retaining and developing ICT talent

3. ICT Sector Innovation
   Lack of innovation in the ICT sector due to low participation in high value-segments of the value chain

4. Supply and Demand Gap
   Limited availability of local supply across the spectrum of ICT goods and services limiting the ability to procure locally to meet digital government demand

5. Access to Finance
   General lack of access to capital for ICT vendors, especially for SMEs and startups driven by a conservative and under-developed capital market

6. Govt. Demand Channeling
   Lack of mechanisms available to effectively channel captive government demand to the private sector

7. Data Availability
   Lack of a consolidated source of reliable market information and communication limiting smooth market functioning, creating duplication

8. SME and Startup Ecosystem
   Underdeveloped SME/start-up enabling ecosystem limiting ICT sector growth
4. Digital Government Investment Plan

4.8 The DGIP aspires to accelerate the realization of digital government potential in partnership with a capable private sector

Use investment as a tool to realize digital government transformation goals in line with NDGS

Investments that are future proof, scalable and provide benefits to both private and public sector

Accelerate digital government transformation through sustainable investment opportunities, in partnership with a capable private sector

A private sector that can accommodate the demand of digital government transformation across multiple capabilities including commercial capacity, innovation and technical capabilities
4. Digital Government Investment Plan

4.9 The DGIP comprises of 5 pillars and 17 promising initiatives to support the achievement of the set aspiration

Accelerate digital government transformation through sustainable investment opportunities, in partnership with a capable private sector.

1. Coherent Government
   1.1 Establish and activate a governance model for digital government investments
   1.2 Launch a digital government investment data-analysis and insights center
   1.3 Develop digital government impact and sustainability framework

2. Capable and Informed Private Sector
   2.1 Activate vendor classification
   2.2 Launch a program to augment national R&D activities
   2.3 Launch Private Sector capability upgrade program
   2.4 Launch a support program for international promotion of Saudi SOEs
   2.5 Establish a Digital Government Cluster

3. Prioritized Investment Opportunities
   3.1 Launch a development and co-creation investment opportunities program
   3.2 Promote the DGIP priorities to attract investments

4. Attractive Market for Investment
   4.1 Establish future proof regulatory framework
   4.2 Channel funding and incentives to priority digital government investment opportunities

5. Activation Channels and Enablers
   5.1 Establish a mechanism to channel the government spending to suppliers part of the Digital Government Cluster
   5.2 Launch a program to release public sector assets
   5.3 Convert/replace potential public sector expenditure (e.g., VRP) to debt or equity participation
   5.4 Launch a digital government investment skills program for the public sector
4. Digital Government Investment Plan
4.10 Activate vendor classification (1/2)

The Vendor classification levels and criteria Framework will state which activities the Vendor is qualified in and the level of Technical Classification at Category level, which will be one of four levels:

- **Platinum criteria:**
  - ✓ Must operate in R&D as minimum
  - ✓ Must have R&D resource and/or facilities in KSA
  - ✓ Get minimum threshold category score: 88%

- **Gold criteria:**
  - ✓ Must operate in R&D (offshore) or IIS as minimum
  - ✓ Clear the minimum threshold category score: 70%

- **Silver criteria:**
  - ✓ Must operate in SS as minimum
  - ✓ Get minimum threshold category score: 52%

- **Entry Criteria:**
  - ✓ Must operate in S&D
  - ✓ Get minimum threshold category score: 40%

**Proposed ICT Value Chain**

Future Market Concentration ~ 2025

Goal of Majority of Vendors

- Highest
  - (R&D)
- (IIS)
- (SS)
- Lowest
  - (S&D)

4.1 Activate vendor classification (1/2)

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4. Digital Government Investment Plan

4.10 Activate vendor classification (2/2)
4. Digital Government Investment Plan

4.11 Establish a Digital Government Cluster (1/3)

The Digital Government Cluster will play a critical role in the national Digital Economy.
4. Digital Government Investment Plan

4.11 Establish a Digital Government Cluster (2/3)

We have identified an array of services to be delivered for each of the beneficiaries through the cluster that follow a predefined journey stages.
4. Digital Government Investment Plan

4.1.1 Establish a Digital Government Cluster (3/3)

Become a partner of the DGA journey shaping up the future of Digital Government in the kingdom.

The Digital Government Authority is shaping the future of digital business in Saudi Arabia for investors.

SCAN TO JOIN
Thank you